



# Business Directions

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Highlights of the business directions and needs of the State Government of Montana might be summarized as follows:

- Changes in the State Government's business environment...
  - changing relationship with the Federal Government
  - increasing pressure to provide more service with less resources
  - increasing demand for accessibility to information
  
- ...Are causing changes in State agencies' business directions
  - alternate service delivery methods
  - integration of services and one-stop-shopping for Government services
  - increased automation
  - sophisticated cost management techniques
  - more effective revenue optimization and collection
  - systems that provide the information necessary to manage the different businesses of Government
  - continuous improvement of processes

The State's information management principles are drawn from these business directions.



# Principles

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The needs and implications of the State's business directions as determined in *3. Business Environment & Directions*, aligned with external trends, become the State's IM principles.

## ■ Function

- flexible, adaptable information systems
- comprehensive, robust functionality
- integrated functionality
- advanced reporting capabilities
- responsive to both corporate and departmental needs
- consistent State-wide information for analysis and reporting
- incorporates best business practices
- both commercial and public sector attributes and capabilities
- performance measurement capability

## ■ Access

- shared systems, common across Government
- broad accessibility to stakeholders (i.e., public, suppliers, employees)
- supports single point of data entry at source

## ■ Operations

- easily integrated and interfaced with operational systems
- easily upgraded
- low cost maintenance
- inexpensive to operate
- easy to learn and use

## ■ Technology

- certain processes affected by the Year 2000 need to be addressed by January, 1999
- consistent with established standards
- open systems compliant
- supports diverse technology base



# Principles (cont'd)

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## ■ Organization

- user organization structures consistent with new technologies
- information technology support organizations for widely distributed, accessible systems
- different governance models for shared systems
- team-driven work structures
- process-oriented organization structures
- more commercial performance measures and monitoring

## ■ People

- commercial, competition-oriented business skills
- skills for management of new technologies
- positions and jobs consistent with new systems capabilities
- greater contingent work force (part-time, contracted, temporary)

## ■ Policies

- shifts towards self-enforcement
- streamlining and rationalization
- embedded in systems to facilitate enforcement
- greater flexibility in implementation
- compliance with legal requirements

These principles provide the framework for choosing between future information management alternatives in subsequent stages.